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#ã#ÿÿ,###ÿÿ#####ÿ#ÿÿd#####d#####K###ACQUISITION REFORM DAY (ARD) III ##
EARNED VALUE MANAGEMENT SYSTEMS (EVMS)#

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of the Program Support Team (PST) recognize EVMS information as an enabling tool
for insight into program performance

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criteria, processes or terminology typically associated with EVMS. The goal of the workshop is simply to make CAO management and Program Support Team members aware of possible uses for the EVMS information.

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Workshop attendees can define risk

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to the analysis and understanding of the workshop exercise.

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Workshop attendees can explain the essential elements of a performance
measurement baseline#

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(PMB) is a fundamental element of an earned value management system. The PMB
also can link risk and an understanding of why programs generate cost/schedule
variances

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Workshop attendees can identify the EVMS components used to determine cost and
schedule variances#

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###ÿÿ#####ÿ#ÿÿd#####d#####x###An EVMS indicates cost and schedule
variances by comparing performance to planned cost for individual elements of
work.

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Workshop attendees can explain the identifying, verifying and developing of a
plan for influencing process drivers

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#####d#####Through identification of process
drivers process improvement plans can be developed to ensure a process is
repeatable and efficient. See "Managing by Metrics" on the DCMC Homepage for
more information on identifying and using process drivers -
<http://www.dcmc.hq.dla.mil/Hot/Perfmgt/Met.htm#>

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###ÿÿ####ÿÿ####ÿÿd#####d#####Ü###PART I - Examining Program
VariancesRisk DefinedEstablish Performance Measurement BaselineAssess
Performance Measurement BaselineProgram ExecutionPART IIProgram Variance Root
Cause ExercisePART IIIEVMS Resources

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instructional material on analyzing the cause for program variancesPART II is an
exercise for identifying root causes for program variancesr

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#£ÿÿ####ÿÿ####ÿÿd#####d#####Å###The First Step in Examination of
Program Variances - Defining RiskRISK IS A MEASURE OF THE INABILITY TO ACHIEVE
OVERALL PROGRAM OBJECTIVES WITHIN DEFINED COST, SCHEDULE, AND TECHNICAL
CONSTRAINTS#

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integrate; 1) EVMS basics 2) program performance and 3) program variance analysis. The definition highlights the absolute necessity for clear identification of program objectives. If this can not be done risk can not be addressed. A clear and common definition of risk is also important when communicating with the contractor, the program office and management.

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#£ÿÿ###ÿÿ#####ÿÿd#####d#####RISK HAS TWO COMPONENTS: (1) THE
PROBABILITY OF FAILING TO ACHIEVE A PARTICULAR OUTCOME AND (2) THE CONSEQUENCES
OF FAILING TO ACHIEVE THAT OUTCOME.

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risk is a measure of the programs inability to meet those objectives. That
measure must consider; 1)Probability of Failing 2)Consequence of failing.
What risk is associated with throwing a crumbled up piece of paper into a trash
can that is across the room? There may be little chance of making the paper
land in the trash can, however, there is absolutely little if any consequence of
missing.

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http://www.acq.osd.mil/te/programs/se/risk_management/index.htm#

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PRACTICE OF CONTROLLING RISK.

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ÿÿ####ÿÿ####ÿÿd#####~###Joint Aeronautical Commanders' Group:
Performance Based Business Environment
<http://www.asc.wpafb.af.mil/az/jacg/pbbe/pbbe.htm>

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Management?Risk PlanningRisk AssessmentRisk HandlingRisk Monitoring

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Program Variances - Defining the Programs Objectives/Constraints!The Programs
Performance Measurement Baseline (PMB)

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###ÿÿ#####ÿ#ÿÿd#####d#####J###Now that we have looked at a common definition of risk we need to establish the program objectives/constraints. Programs will identify objectives/constraints in a plan that will be established at the start of the program and be maintained during program execution. For programs that apply an earned value management system that plan is called the Performance Measurement Baseline or PMB. The uniqueness of the PMB is that it integrates the programs cost/schedule and technical constraints into one baseline that can be used to understand, communicate and manage the program from.

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###ÿÿ####ÿÿ#####ÿ#ÿÿd#####d#####M###The PMB must include the entire
scope of work that has been contracted forÿ

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#£#####ÿ#ÿÿd#####d#####U###What are the essential elements of
the PMB?BudgetScheduleWork Scope Definition#

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#ãÿÿ####ÿÿ####ÿÿd#####d#####A###Building the PMB?Work is assigned
to responsible organizations#

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The contract work is first divided up among responsible organizations along the products defined in the Work Breakdown Structure. Those responsible organizations take the assign work and develop plans for accomplishment and identify resources needed.

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organizations determine the tasks (in the appropriate sequence) needed to
complete the assigned work

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###ÿÿ#####ÿ#ÿÿd#####d#####The plan that the responsible organizations develop require sufficient detail to be able to track performance. The work will be broken into tasks, in the sequence in which they will be performed, based on the best intelligence that exists at the time the baseline is established.

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defined by:time when the task will be accomplishedthe duration of the taskthe
resources required to complete the task with in the identified time

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The individual tasks that are identified for accomplishing the work become the lowest level in the contractor's PMB. The tasks are planned for the time they will be accomplished, based on the sequence the work will be performed and inputs needed to start the task (products of other organizations such as specifications, material, labor availability). The duration of the tasks are determined based on the work that needs to be accomplished, the resources available and any experience with performing similar jobs. Finally, resources are matched to the tasks. Resources need to completely identify what will be needed to complete the work including material, labor, travel. It is very important that there is a clear understanding of what it means to complete each task. During program execution performance will be taken against these tasks and trying to determine how complete a task is can be difficult is the exit criteria is not well defined in the beginning. For instance how would one determine that a test is complete? When the test is performed? When the test data is signed off by QA? When the test data is analyzed?...°

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,#####ÿÿd#####d#####2##Zøú;
#£#ÿÿ####ÿÿ####ÿÿd#####d#####~###The Third Step in Examining Program
Variances - Assessing the program's inability to meet the PMB! The Pesky
Questions: PROBABILITY OF FAILING CONSEQUENCES OF FAILING#

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###ÿÿ#####ÿÿd#####d#####.###We have defined risk and established a basis for defining program objectives/constraints, now we need to identify potential areas where the work may not be executed according to plan.#

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,#####ÿÿd#####d#####2##Zøú;
#ã#####ÿÿd#####d#####r###Probability of Failing? The PMB
identifies the tasks, sequence, duration and resources planned to do the work!

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The PMB contains the total effort that
has been contracted for, the resources required to finish the job on time and
the sequenced tasks that need to be accomplished to complete the contract. Now,
what are there areas of the baseline that have a chance of not being
accomplished as planned?

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of the PMB may not be done according to the plan?The Plan depends on a
technological break throughThe Plan requires an improvement over historical
performanceThe Plan depends on hiring and training new employees._

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We can start to identify areas where the baseline may not be executed to plan and prioritize them based on chance of occurrence. The IBR plays an important role in this identification process. It is important that the contractor, program office and DCMC all input to this process and understand the priority placed on each areas inability to perform to plan. Encourage the work shop attendees to discuss how currently baselines are assessed for areas that may not be performed as the plan indicates. Is this a structured approach for each program? Is this communicated with the contractor and customer? Are the DCMC areas of concern identical to the contractor and customer areas? If not is it understood why?

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,#####ÿÿd#####d#####2##Zøú;
#£ ÿÿ####ÿÿ####ÿÿd#####d#####é###Consequence of Failing? What
areas of the PMB, if not completed according to the PMB, will have the greatest
impact on the program?If a technological break through does not occur this will
cause a day-for-day slip until a solution is foundIf historical performance is
not improved for a process there is little impact (because other tasks can be
performed)If hiring and training new employees does not occur multiple programs
at the facility will experience cost/schedule variances...ÿ

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#^#ÿÿ####ÿÿ####ÿÿd#####d#####0###This task dependson technological
break through

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#ãÿÿ####ÿÿd#####d#####Building the PMB?#

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#£ #####ÿÿd#####d#####ª###The Fourth Step in Examining
Program Variances - Executing the ProgramAs the Contractor Executes the Program
actual costs are collected and earned value is determined

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#####d#####m###Establishing the baseline prior to
program execution is critical for assessing risk and collecting program
performance information. Two pieces of information are collected through the
contractor's EVMS that when compared to the baseline provide meaningful
cost/schedule variances; actual costs and earned value (budgeted cost for work
that has been accomplished).#

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###Earned Value

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#`#ÿÿ####ÿÿ####ÿÿd#####d#####6###Earned Value = 58Actual Cost = 250
Planned Work = 105

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for accomplished Activity (Earned Value)] - [Budget for Planned Activity]Cost
Variance [Budget for accomplished Activity (Earned Value)] - [Actual Cost]ø

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\ddot{y} ##### \ddot{y} \square \ddot{y} d#####d#####>###These formulas are then used to calculate Schedule and Cost variances. NOTE: Schedule variances are in dollars but can be converted to time either graphically or by the use of formulas.#

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ª#ÿÿ#####ÿÿd#####N###Variances are not risk!Variances are
a result of not addressing risk. Risk is the inability (in the future) to meet
program objectives,variances only indicate where those objectives have not been
met. However, variances can be used as an input for determining theinability of
the contractor to meet future elements of the PMB.

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Exercise

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çø#ûî##ÿÿ###ÿÿ#####ÿ#ÿÿd#####d#####[###WHAT CAUSES COST AND/OR
SCHEDULE VARIANCES??Software?Overhead?Test?Subcontractors?...i

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çø#ûî###ÿÿ####ÿÿ####ÿÿd#####d#####Ã###WHAT CAUSES COST AND/OR
SCHEDULE VARIANCES??Though a variance will be experienced in one of those area
(software, test, subcontracts) the reasons for variances come back to some
common causes.ÿ

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çø#ûî###ÿÿ####ÿÿ####ÿÿd#####d#####b###WHAT CAUSES COST AND/OR
SCHEDULE VARIANCES??Lack of Detail PlanningLack of Managing to the Plan

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ø#ûî###ÿÿ#####ÿÿd#####¿###Getting to the Root Cause
DCMC plans to improve acquisition processes by identify process drivers
and implementing strategies for attacking those drivers to improve the overall
process. #

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ÿÿ####ÿÿ####ÿ##ÿÿd#####d#####33

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çø#ûî###ÿÿ#####ÿÿd#####m###Getting to the Root Cause For
Major Programs the metric is cost/schedule variance as collected through AMS.#

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#C
ÿÿ####ÿÿ####ÿÿd#####Getting to the Root Cause A
[process driver] analysis for Major Program variances follows. Use that
analysis, along with the material that has already been presented and your
program experience, to identify for your facility [process drivers] for program
cost/schedule variances#

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ýy#ÿÿ####ÿÿ####ÿ#ÿÿd#####d#####7###ESTABLISH A PERFORMANCE MEASUREMENT
BASELINE(PMB)1.1#

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#####d#####ÿÿd#####d#####ÿÿd#####d#####1##z
øÛ÷#êÛÿÿ####ÿÿ####ÿÿd#####d#####Major Program Performance
process drivers for cost/schedulevarianceASSUMPTION: THE PROGRAM HAS A
PERFORMANCE MANAGEMENT SYSTEM (I.E. EVMS) IN PLACE1.0

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#Đùÿÿ####ÿÿ####ÿ#ÿÿd#####d#####ESTABLISH A PMB1.1#

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ESIDENTIFIED1.1.3
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IDENTIFICATION1.1.2#

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DEFINITION1.1.1

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#####y#y#d#####d#####3##
#]p#y####y####y#y#d#####d#####K###CLEAR DEFINITIONS OFACHIEVEMENT
EXIST FORALL WORK(EXIT CRITERIA)1.1.1.3#

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IDENTIFIED1.1.1.1ÿ

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DEFINITION1.1.1#

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ASSIGNEDTO RESPONSIBLEORGANIZATIONS1.1.1.2#

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ÿäÿÿ####ÿÿ####ÿÿÿÿd#####d#####(###ALL IDENTIFIEDWORK IS SCHEDULED
1.1.2.1
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#####1##[]##0#[]bÿ###ÿÿ#####ÿÿ#####ÿ##ÿÿd#####d#####5###SCHEDULES TRACE
HORIZONTALLYAND VERTICALLY1.1.2.2 #

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#####ÿÿd#####d#####1##6ø\#¶
ýÄ#ÿÿ####ÿÿ####ÿÿd#####d#####0###ACTIVITIES ANALYZEDFOR ADEQUATE
TIME1.1.2.1.1

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#2###EACH ACTIVITY HAS A START AND STOP DATE1.1.2.1.2

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#C###WORK IS PLANNED IN THEORDER THAT IT WILL BEACCOMPLISHED1.1.2.1.3ÿ

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#####y#yd#####d#####1##÷Üp\$
#p#y####y####y#yd#####d#####t###RESOURCES IDENTIFIED TOEACH
SCHEDULED ACTIVITY, ADEQUATE TO COMPLETE THE TASKWITH IN THE DEFINED DURATION
1.1.3.1

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OURCESIDENTIFIED1.1.3

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#####y#y#d#####d#####1##öy<
#j#y####y####y#y#d#####d#####4###RESOURCES IDENTIFIED FORENTERPRISE
PLANNING1.1.3.2

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#####y#y#d#####d#####1##Jø#ç
y##y####y####y#y#d#####d#####-###AREAS IDENTIFIEDWHERE SCOPE NEEDS
FURTHER DEFINITION1.1.4.1#

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ýÜý##p#ýý####ýý#####ý##ýýd#####d#####v###AREAS OF PLAN ARE IDENTIFIED
WHERE RESOURCES, PLANNEDON THE PROGRAM OR FOR THEENTERPRISE MAY NOT BE ADEQUATE
1.1.4.3

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AS OF PLAN AREIDENTIFIED WHERE THESCHEDULE MY NOTBE ADEQUATE1.1.4.2

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#####+###RISK: IDENTIFICATION, MITIGATION PLAN1.1.4

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#D#ÿÿ####ÿÿ####ÿÿd#####d#####?###MITIGATION PLANS AREDEVELOPED FOR
PRIORITY RISK AREAS1.1.4.4#

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CONSTRAINTS AND RISK1.2.4ÿ

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#####RESOURCEAVAILABILITY1.2.2#

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#####y#yd#####1##/p#öÄ#ê÷y#####y#
#####MANAGEMENTACTIONS1.2

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´ýD#ÿÿ####ÿÿ####ÿÿd#####'###NEW WORKINCORPORATEDINTO PLAN
1.2.1.1\

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ÿP#ÿÿ####ÿÿ####ÿ#ÿÿd#####d#####_###IDENTIFIED RESOURCES WILL BE
AVAILABLE TO THERESPONSIBLE ORGANIZATIONS WHEN REQUIRED1.2.2.1#

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SUPPORT THE NEEDSOF THE PROGRAM1.2.2.2#

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#Ä#ÿÿ####ÿÿ####ÿ#ÿÿd#####d#####G###RISK AREAS CONTINUALLYREVIEWED FOR
APPROPRIATE PRIORITIZATION1.2.3.4#

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÷Ûÿ#üD#ÿÿ####ÿÿ####ÿÿd#####d#####)###RISK MITIGATIONPLANS ARETRACKED
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#####l##·ú#â#p#y#y####y#y#d#####d#####F###PLAN CONTINUALLY
REVIEWEDFOR IDENTIFICATIONOF NEW RISK AREAS1.2.3.2

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ASSESSMENTS1.2.3.3

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TECHNICAL/COST/SCHEDULEAND RISK INFORMATION1.2.4.2#

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INFORMATIONDERIVED FROM A COMMONSHARED DATABASE1.2.4.1ÿ

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INFORMATION1.2.4.3

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ÿÿ####ÿÿ####ÿÿ#ÿÿd#####d#####EVMS ResourcesDefense Contract
Management CommandDCMC Headquarters:Process Owner: Mr. Barry Schuler, DCMC-OF
Phone: 703-767-3368E-Mail: barry_schuler@hq.dla.milDCMDE:Process Champion: Mr.
Ram SinharPhone: 617-753-3596E-Mail: bot5570@dcrb.dla.mil

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Management CommandDCMDW:Process Champion: CAPT Lee Whittington:Phone: 310-335-
4254E-Mail: cwhittington@link.dcmdw.dla.milDCMDI:Process Champion: Mr. William
GibsonPhone: (703) 767-2793E-Mail: william_gibson@hq.dla.mil#

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http://www.acq.osd.mil/pm/index.htmlDefense Contract Management Command
http://www.dcmc.hq.dla.mil/EVMS Center http://evms.dcmdw.dla.mil/index.htm#

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#####ÿ#ÿÿd#####d#####I###EVMS ResourcesPerformance
Management Advisory Council
<http://www.dcmc.hq.dla.mil/Teaminfo/AQOF/pmac/pmac.htm>OSDs RISK MANAGEMENT
HOMEPAGE: http://www.acq.osd.mil/te/programs/se/risk_management/index.htm

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Data Reporting (CCDR) [http://www.ida.org/ccdr/Software Program Managers Network](http://www.ida.org/ccdr/Software%20Program%20Managers%20Network)
<http://www.spmn.com/Mil-HDBK-881>
<http://www.acq.osd.mil/pm/newpolicy/wbs/wbs.html>

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